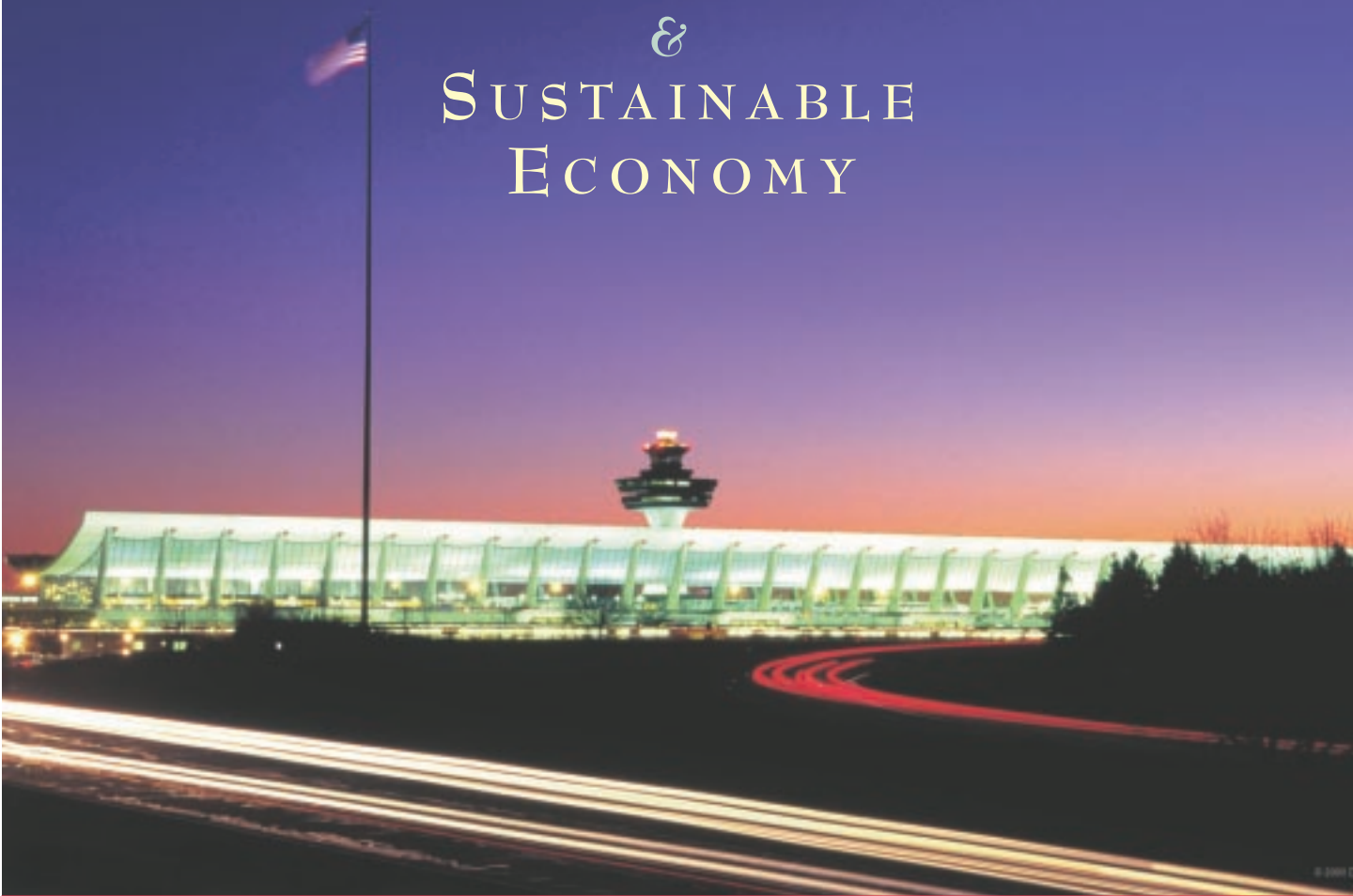


The
COMMUNITY'S PLAN
For a
THRIVING
&
SUSTAINABLE
ECONOMY



LOUDOUN COUNTY, VIRGINIA, USA

Economic Development Strategic Plan

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Loudoun County, Virginia

The Community's Plan For a Thriving and Sustainable Economy

Economic Development Strategic Plan

Prepared by

Loudoun County Economic Development Commission

&

Loudoun County Department of Economic Development

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ADOPTED BY THE LOUDOUN COUNTY BOARD OF SUPERVISORS ON NOVEMBER 6, 2000

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Metropolitan Washington Airport Authority

*Main cover image and Midfield Terminal illustrating
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Table of Contents

EXECUTIVE SUMMARY	5
FIVE MAJOR GOALS	
PROSPEROUS BUSINESS ENVIRONMENT	13
Globally Recognized Technology Center	23
SOUND FISCAL HEALTH	31
INNOVATIVE RURAL ECONOMY	37
PREMIER VISITOR DESTINATION	45
ACTION PLAN	53
CONCLUSION	65
BIBLIOGRAPHY	67
APPENDIX—PERTINENT FACTS	68

EXECUTIVE SUMMARY

Entering the 21st century in a time of unprecedented prosperity, Loudoun County, Virginia is blessed with a combination of a rich and proud heritage and cutting edge technology resources and talent. Thoughtful planning by committed community leaders in the closing decades of the 20th century helped to enhance Loudoun's economy from a declining agrarian economy to a technological hub in the new economy, without losing the character of the County's history. The result of these efforts is a county with a quality of life and technology infrastructure that makes it one of the most sought after business locations in the country.

**Vibrant,
Connected,
Dynamic,
Responsive**

By all measures Loudoun is one of the fastest growing and *dynamic* counties in the nation. Home to a highly educated workforce and technology literate population, Loudoun is a *vibrant* community with a multitude of cultural, recreational, educational, and historical opportunities for its citizens. Extensive telecommunications infrastructure, Washington Dulles International Airport, and convenient access to Washington, D.C. *connect* Loudoun businesses with the world. Loudoun's leaders recognize the business community as the source of the County's expanding non-residential tax base and understand the importance of being *responsive* to the ever-changing demands of businesses in the new economy. In short, Loudoun County is *vibrant, connected, dynamic, and responsive*. These attributes promise a bright future.



Thoughtful planning and disciplined implementation are the keys to continuing Loudoun's many successes. Charged with advising the Board of Supervisors on matters of economic development, the Economic Development Commission (EDC) has developed the following Plan. As the name suggests, "The Community's Plan for a Thriving and Sustainable Economy" charts an economic course that balances the pursuit of growth opportunities with long term stability. This Plan takes advantage of Loudoun County's strong economic position by setting forth a vision to:

Create an economically vibrant, globally competitive community recognized for its attractive business environment and high quality of life.

This Plan's recommendations for realizing this vision are based on four principles. The first principle is that sustainable and effective economic growth requires that a high quality of life be maintained for Loudoun's residents and workers. Jurisdictions that provide excellent schools, affordable housing, recreational opportunities, adequate infrastructure, effective county services, a clean environment, and open space will be the most successful in attracting and maintaining new businesses. This Plan supports each of these elements. In particular, this Plan recognizes that Loudoun's rural attributes, the viability of its towns, and its physical beauty need to be maintained and enhanced if the County is to continue to prosper economically.

Second, a diversified economy provides a stronger foundation for long-term and sustainable economic development than one that is overly dependent upon a single industry. Therefore, while this Plan addresses adaptation to the new, technology-based economy, it also



focuses on enhancing Loudoun's non-technology businesses, its rural economy, and its tourism base. Diversification also requires that this Plan focus not only on new business formation, but also on nurturing existing businesses, whether home-based start-up businesses or established multinational companies.

🌊 The third principle is that economic growth must be prudently managed to maintain the fiscal health of the County and to ensure that the County can provide the services and infrastructure needed to accommodate growth. Not all economic development opportunities available to the County should be pursued. Loudoun's strong economy and financial position provide the luxury of pursuing opportunities that complement existing land uses, that are consistent with fiscal and economic development objectives, and that contribute to enhanced design and aesthetics. Discipline and judgment are needed to ensure that the County pursues those opportunities that provide the highest benefit and are consistent with this Plan.

🌊 Finally, balanced policy making, planning, and monitoring are required to ensure successful implementation of this Plan. Accordingly, this Plan contemplates coordination with the County's Comprehensive Plan and Fiscal Policies and cooperative efforts with Loudoun's towns and rural economic sectors to ensure more consistent planning and strategy development. This Plan also provides for accountability by setting forth goals and action items with measurable outcomes to permit the implementation of this Plan to be tracked and monitored.

🌊 These principles provide the foundation for the five major goals recommended in this Plan. Each of the goals is supported by a series of strategies and recommended action items. The five goals of this Plan and the highest priority action item for each goal are as follows:



Prosperous Business Environment.

The key to sustainable, long-term economic development lies in nurturing and supporting existing businesses. This Plan seeks to foster an environment conducive to the growth, competitiveness, and expansion of established businesses, start-ups, and spin-offs.

***The Highest Priority Action** is to support the development of transportation infrastructure along the Route 28 corridor including: the design and construction of interchanges along Route 28, the completion of the design of the Loudoun County Parkway, and the development of mass transit alternatives for Loudoun. Addressing transportation solutions is crucial to the County's ability to accommodate existing businesses and attract new ones.*

Globally Recognized Technology Center.

Advances in the Internet, telecommunications and other high tech areas are transforming the U.S. economy. To obtain maximum benefit from these advances and provide new opportunities for its citizens, Loudoun must continue to enhance its technology base. Thus, one of the goals of this Plan is to attract a diversified business base by establishing Loudoun County as a globally recognized technology center.

***The Highest Priority Action** is to strengthen existing alliances between businesses and Loudoun's education community to ensure that Loudoun's current and future workforce can meet the needs of the rapidly evolving high tech marketplace. These alliances should develop and promote technology programs at the higher education level that represent innovative learning and encompass knowledge and skills that are highly valued by the business community.*



Sound Fiscal Health.

A sound fiscal position is integral to the County's ability to sustain long-term economic development. Thus, this Plan seeks to promote and protect the fiscal health of Loudoun County.

***The Highest Priority Action** is to pursue fiscal and economic policies that will enable the County to achieve a "AAA" bond rating. This rating, the highest that can be achieved by a county, would enable Loudoun to finance major infrastructure improvements at a lower cost and send a strong message to the business community that the County is fiscally prudent and is recognized for its ability to effectively manage projected growth.*

Innovative Rural Economy.

Central to Loudoun's quality of life is its rural character and natural precious resources. Supporting the vitality of the rural economy by promoting innovation compatible with rural Loudoun's character is a major goal of this Plan.

***The Highest Priority Action** is to implement a Farm Viability Program, which will provide economic incentives for holding and utilizing rural property.*

Premier Visitor Destination.

Tourism is a winning proposition for Loudoun County. The economic and quality of life benefits range from local tax relief provided by visitor spending to the enjoyment of concerts, festivals, and heritage sites that receive support through the Restricted Transient Occupancy Tax. The slogan, "Catch Your Breath," captures Loudoun's diversity, pace, and position as a getaway for visitors. Attractions include the countryside, wineries, heritage, antique and specialty shops, recreation, relaxation, quaint towns, and finding a place to refresh one's



spirit. Building upon these resources, this Plan seeks to promote Loudoun County as a Premier Visitor Destination that provides world-class service.

***The Highest Priority Action** is to implement the Loudoun Convention & Visitors Association's marketing plan that capitalizes on the enhancement of existing tourism products as well as new opportunities to expand Loudoun's destination position into a regional "hub" for domestic and international visitors.*

🌊 In summary, economic development provides the foundation for higher living standards for Loudoun's residents and helps to fund needed services and infrastructure. Currently the County enjoys prosperous economic conditions and is one of the nation's most sought after business locations. The vision and goals outlined in this Plan are ambitious and are designed to enable Loudoun to maintain a thriving and sustainable economy in the face of rapid economic change and the growth of the County.

🌊 Success, however, will require dedication, discipline and the political will of all involved to maintain the focus on economic development and the implementation of the recommended action items. The EDC stands ready to support the Board of Supervisors, the Department of Economic Development, and others to implement and monitor this Plan to achieve continued economic success for the County, its residents, and businesses.



🌊 The following chapters discuss the five goals in more detail and provide statistical information pertaining to each goal. Additional pertinent facts relating to demographics, education, and development data are presented in the Appendix. The strategies and action items intended to achieve this Plan's goals are presented in the **Action Plan**.

PROSPEROUS BUSINESS ENVIRONMENT



lthough national and regional economic trends have the most significant impact on local economic health, the County government's effect on it is considerable. Local regulatory policies and land use planning directly shape the business environment. For the County to have a positive influence on business, its policies and decision-making must be friendly to business.

☞ The County's ability to manage demographic changes also affects its business environment. This is particularly relevant in the year 2000 when Loudoun ranks as one of the nation's fastest growing counties. To accommodate such rapid growth, the County must further upgrade and expand its infrastructure, in the form of planned roads, schools, libraries, fire stations/safety centers, parks, cultural venues, and the like. These improvements are necessary to maintain the flow of commerce as well as the quality of life for which Loudoun is known.

☞ Business-friendly policies, support services and infrastructure enhancements allow existing businesses to grow and expand, free from unnecessary obstacles and interference. They also promote the creation of start-ups and spin-offs by making the County a more attractive place to do business. Perhaps most importantly, a prosperous business environment is self-renewing because it encourages our productive workforce to continue to live and work here.

Small
businesses
are the
backbone of
Loudoun
County's
economy



Population Trends

Loudoun's unprecedented population growth presents challenges and opportunities for economic growth.

- In 1990, 4.6% of Northern Virginia's workforce lived in Loudoun County.
- By 2000, Loudoun's share of the workforce increased to 7.9%.
- Projections suggest that this figure might grow to nearly 11% by 2020. Since 1990, Loudoun's population has grown by 81.5%.
- Its share of the region's population has increased from 5.6% to 8.5%.
- In addition to these compelling demographic considerations, economic development in Loudoun also has been accelerated by its proximity to Washington, DC, and the emergence of Northern Virginia as a hub for world-wide Internet activity.

Sources: 1999 Loudoun County Department of Economic Development Growth Summary Table I-8—Metropolitan Washington Council of Governments, Round 6.2 Cooperative Intermediate Forecast.

1999 Loudoun County Department of Economic Development Growth Summary Table I-2—Source: U.S. Bureau of Census.



14

🌊 In concert with infrastructure improvements, the County must enhance support services aimed at helping Loudoun's existing businesses, 91% of which are classified as small (24 employees or fewer). Small businesses are the backbone of Loudoun County's economy, generating 27% of the County's total sales revenue and over 10,000 new jobs in 1999. Their continued growth and expansion is essential to the County's prosperity. By supporting its businesses, Loudoun can promote their health and prosperity while providing job opportunities for residents, generating additional tax revenue, and furthering its reputation in the regional and national marketplace as a reliable and responsive partner to business.

🌊 The County's reputation as a reliable business partner, when combined with its rural attributes and proximity to Washington

D.C., makes it an attractive place to do business. But reputation and location alone will not necessarily meet the needs of established business and/or draw new business. CEOs will scrutinize the County's infrastructure to ensure that it can meet the needs of business. These needs include:

- **Developing an adequate transportation system.**
- **Developing high quality public schools and educational/job training opportunities.**
- **Supporting the expansion and protection of the airports and their environs.**
- **Supporting the development of small businesses, spin-offs, start-ups, and entrepreneurial activities.**
- **Providing adequate residential options.**
- **Maintaining and continually improving a consistent and user-friendly regulatory environment responsive to the needs of business.**

Established Businesses

- **Over 42% of Loudoun's businesses have been in operation over 11 years.**
- **Another 40% of the businesses have been in operation between four and 10 years.**
- **Loudoun's average-sized business employs 13 workers.**
- **Estimates suggest that up to 8% of Loudoun's residents (approximately 12,500 people in 1999) have full-time employment through their home-based businesses.**

Source: iMarket Data, June 2000.

Note: The 82% (42% + 40%) of the businesses reported here as having been in operation over four years have NOT necessarily been located in Loudoun since their inception.



Developing an Adequate Transportation System.

Loudoun needs to develop an adequate multi-modal transportation system to connect employment centers, residential areas and visitor attractions to Washington Dulles International Airport and the light rail feeder system (proposed for the Dulles/Greenway Corridor).

☞ New major employers have attracted commercial activity and residential construction. Development stretches along primary and secondary roads having access to Dulles Airport, most notably Routes 7, 28, 606 and 625. The capacity of these roadways is limited. Alternative means of transit, such as bus service, will be needed. Currently the following limited bus transit service is available amidst a very high demand within the County:

- **Weekday Loudoun County Commuter Bus Service from Purcellville to the Pentagon and District of Columbia**
- **Weekday Loudoun Transit Service (provided by the Loudoun County Transportation Association) fixed route and on-call door-to-door service.**

☞ Loudoun County will continue to address transportation infrastructure needs.



Highest Priority Action. Support transportation infrastructure developments along the Route 28 corridor including: the design and construction of interchanges along Route 28, the completion of the design of the Loudoun County Parkway, and mass transit alternatives for Loudoun.

Developing High Quality Public Schools and Educational/Job Training Opportunities.

Loudoun's dynamic workforce cares about education. Its citizens value the spectrum of readily available programs, spanning pre-kindergarten through higher education and including certificate

training. Employers, workers and residents recognize that investing in life-long learning is an investment in Loudoun's prosperity. Loudoun must continue to develop an outstanding educational system whose programs and graduates are recognized internationally and meet the needs of the marketplace.

Supporting the Expansion and Protection of the Airports and Their Environs.

Washington Dulles International Airport is the focus of and catalyst for the enormous growth in eastern Loudoun County. It is the world's fastest growing international airport and ranks as one of the nation's few airports with available real estate to support continued growth for both passenger and cargo uses. Officials at the Metropolitan Washington Airports Authority have developed a \$3.4 billion expansion package for Dulles, including a new terminal, a fourth runway, and a two-track subway system running in a loop connecting the terminals. The airport served over 20 million passengers in 2000; when fully built to its Master Plan's design Dulles will be able to serve 55 million passengers annually.

🌀 The Leesburg Executive Airport is the second busiest general aviation airport in Virginia. It has a 5,500-foot runway with an adjacent FAA Flight Service Station, Piedmont Hawthorne's American Beechcraft Service Center, and a jet facility. Future improvements include expanding its main runway by 500 feet and introducing ILS (Instrument Landing Systems) to better meet the needs of the corporate jet marketplace. Some local corporations have discovered the convenience of the Leesburg Executive Airport for housing their private aircraft.



Supporting the Development of Small Businesses, Spin offs, Start-ups, and Entrepreneurial Activities.

Programs that develop the business acumen of Loudoun's citizenry and assist the efforts of spin-off and start-up enterprises also

strengthen, stabilize, and regenerate the economy. Loudoun needs to continue to:

- **Support the use of targeted financing options and programs.**
(examples: Industrial Development Authority bonds (IDA), Virginia Asset Financing Corporation, etc.).
- **Fund and support the Small Business Development Center (SBDC)**
as well as explore the potential for expanding SBDC's services to provide broader geographic coverage throughout the County.

The Loudoun County Small Business Development Center is a not-for-profit organization serving the Loudoun small business community since 1987. The Center's purpose is to make management counseling, information, technical assistance and training more readily available to small businesses. For more information, see their web site located at www.sbdc.org/rgnloffc.html.

Providing Adequate Residential Options.

Businesses, government, schools, and service organizations throughout Loudoun employ a diversified workforce. To maintain Loudoun's sense of community and regional competitive edge, Loudoun needs to offer residential options for its workforce. Attractive housing options need to be available to support the cross-generational continuum.



Maintaining and Continually Improving a Consistent and User-friendly Regulatory Environment Responsive to the Needs of Business.

Loudoun County Government's credibility with the business community depends on its customer service orientation and responsiveness.

Vigilant attention needs to be given to streamlining processes, staff recruitment and retention efforts, and ongoing intradepartmental communications and coordination. The County needs to continue to enhance its outreach and communications with established businesses to keep them informed about relevant issues and programs.

🌀 The Loudoun community has come to expect superior community services and amenities including public safety, health care, recreational and cultural resources. Continued funding, planning, and support will be needed to maintain and enhance Loudoun's track record for being responsive to the needs of business.

🌀 The EDC commits to monitoring development regulations, land use plans, policies, and procedures and making recommendations to address business-friendly aspects (e.g., developing WEB applications for online permitting and licensing).

🌀 Now more than ever, employers recognize the importance of a location's "quality of life" to employees who live and work there. Not only will these actions lead to improvements attractive to key decision makers, but they also will have County-wide appeal, providing benefits and additional options to long-term residents and established businesses as well as those new to Loudoun.

*Please refer to the **Action Plan** pages 54-56 for additional recommendations.*



GLOBALLY RECOGNIZED TECHNOLOGY CENTER

The Internet and related technologies have revolutionized the way business is conducted in the United States and throughout the world. Knowledge and technology-based economies have developed where data, information, technical expertise and other intangible assets are as important, if not more important, than traditional physical assets such as factories and machinery. The impact of technology has become pervasive, moving from a discrete industry to an integral part of all sectors of the nation's economy.

The impact of technology has become pervasive, moving from a discrete industry to an integral part of all sectors of the nation's economy.

☞ In response to these changes, new companies are being created at a rapid rate. Many of these companies have become significant generators of value, employment and local tax revenue over the past five years. In addition, more established companies are moving quickly to embrace new technology and reposition themselves. These businesses account for a significant share of U.S. economic growth and are a driving economic force in Northern Virginia and Loudoun County.



☞ Several world-renowned technology companies, including WorldCom, America Online, Orbital Sciences, and Network Solutions chose Loudoun County as a base of operations. Many other technology companies, both large and small, have followed suit. In addition,

Technology Firms

- Technology firms account for a diversified array of companies servicing the infocom, communications, transportation, and business services sectors.
- From 1999 to 2000, the number of businesses in the county grew by approximately 3%, while the number of tech-related firms grew by nearly 14%. *
- Nearly 100 new tech-related firms generated approximately 2,500 new jobs. *
- From 1999 to 2000, Loudoun's growth in technology sales revenue (nearly \$1.2 billion) exceeded all of Northern Virginia's growth (\$1.1 billion). *
- Tech-related firms account for just over 13% of Loudoun's 6,000 plus businesses. They employ over 15% of the workforce and generate over 53% of total sales revenue or more than \$3.7 billion. *
- Technology companies are among the County's largest employers: **

Company	Employees
WorldCom	5,000
America Online	2,300
Orbital Sciences	2,000
OSP Consultants	2,000
Computer Sciences Corp	750
Telos	460
Cable & Wireless	390

* Source: iMarket data, June 2000.

** Source: Loudoun County Department of Economic Development, December 2000.



the County is becoming a central location for data centers, one of the fastest growing segments of the Internet economy. Recent statistics further indicate the prevalence of technology in Loudoun, reporting that during 1999-2000, the County's growth in technology sales revenue, nearly \$1.2 billion, exceeded all of Northern Virginia's, \$1.1 billion.

☞ Loudoun's standing within the Greater Washington region enhances its location as a technology center:

- Greater Washington has the highest number of Technology Fast 500 firms in the nation and, overall, there are more than 2,300 science and technology firms located in the region
- Nearly \$1.5 billion in venture capital was invested in the region in 1999, a 160% increase over 1998
- Greater Washington has the highest number of people in technology occupations in the nation – more than 330,000 professionals work in high tech jobs, including information technology, systems integration, software development, biotechnology/life sciences, telecommunications, and aerospace
- 60% of all Internet traffic flows through the region

Source: Greater Washington Board of Trade.

☞ Loudoun County must continue to enhance its high tech base to remain competitive as a business location, attract world class companies and provide opportunities for its citizens. By building upon its successes, Loudoun will gain greater national and international recognition and position itself to compete with the world's most prestigious high tech centers.

☞ To accomplish this goal, Loudoun County should pursue the following:

Highest Priority Action. *Strengthen and formalize existing alliances between Loudoun's business and education communities.*



☞ New technologies and innovations are being introduced at a rapid rate in today's economy, creating new industries and employment opportunities. To ensure that Loudoun's current and future work-

force will benefit from these opportunities, the county should work to expand existing business–education alliances. These alliances should develop and promote technology programs at the higher education level that represent innovative learning and encompass knowledge and skills that are highly valued by the business community.

Pursue technology companies to complement existing businesses and to diversify across different industries.

Loudoun should build upon the critical mass it has created in the high tech arena to create a diversified base of technology-intensive businesses that provide high-paying employment opportunities for residents and generate additional tax revenue. Industries that should be targeted include information technology (hardware, software and services), the Internet (e.g., Internet Service Providers, Application Service Providers, Data Centers, Web Hosting Centers), telecommunications, biotechnology/lifesciences, and aerospace. These industries complement Loudoun's existing business base and also offer significant opportunities for diversification, innovation and economic growth.

Work with the business community to further enhance the County's outstanding telecommunications infrastructure.

Sophisticated telecommunications infrastructure is crucial for attracting and retaining high tech companies. The County currently has an excellent telecommunications network because of the presence of companies such as WorldCom and America Online, but it must remain focused on this issue because innovations in fiber optics, laser, wireless and satellite technologies will significantly impact the telecommunications industry over the next five years. In addition, the County should work with businesses to extend telecommunications infrastructure to areas of the County that are not as connected as the established business corridors.



Cluster high tech companies in established corridors to develop critical mass in telecommunications, transportation infrastructure and supporting services.

Technology companies are attracted to areas where there is an existing base of companies sharing business infrastructure and an accessible workforce. The County should build upon existing initiatives, such as in the Route 28, Dulles Greenway and Route 7 Corridors, to develop the infrastructure, support services and regulatory processes/incentives that will attract and sustain new businesses.

Market and develop Loudoun County's brand recognition as a progressive, technology-friendly business community.

Loudoun has achieved great success over the past decade in establishing itself as a competitive business location. To take the next step and become a globally recognized technology center that can compete with any location for world class companies, the County needs to increase the budget and resources dedicated to public relations, marketing, and communications.

☞ Loudoun County is in a unique position to take advantage of technology's many benefits. By gaining global recognition as a technology center, all Loudoun businesses will benefit, whether large or small, technology related or not. Having high tech companies for neighbors means ready access to the latest technological advances and an advantage over competitors located where technology is not as prominent.

☞ The combination of a strong technology base and Dulles Airport will draw new companies from all business sectors as well as broaden the customer base of existing businesses. Further, the critical mass of technology companies will help to enhance the technology skills and expertise of Loudoun's residents, enabling them to more effectively compete for well-paying employment opportunities.

By gaining global recognition as a technology center, all Loudoun businesses will benefit, whether large or small, technology related or not.



SOUND FISCAL HEALTH

The fiscal strength of Loudoun's government enhances its ability to create wealth for its citizens. A local government with a sound financial position can do what is in the best long-term interest of the community rather than making planning decisions based on short-term revenue considerations. Furthermore, businesses interested in relocating and bond rating agencies recognize the importance of a county's fiscal health and consider it a key factor in evaluating a community's ability to provide and sustain a favorable business environment.

🌊 Loudoun County's significant growth over the past decade has presented unique challenges to managing the County's fiscal position. Although the growth has spurred new sources of tax revenue, the rapid expansion of the County's population has increased the need for costly educational, transportation and other infrastructure. The Board of Supervisors adopted a Fiscal Policy (originally in 1984 and revised in May 1999) that is intended to insulate the County against fiscal crisis, promote long-term financial stability, and support the highest credit and bond ratings possible. A sample of these fiscal policies include:

- **The County maintains a reserve equal to ten percent of net operating revenues to protect against economic downturns and lower-than-expected tax collections.**



- The County follows an aggressive “Pay as You Go” policy whereby it funds up to 20% of its Capital Improvement Program from current financial resources.
- The County adheres to debt capacity ratios whereby, for example, net debt as a percentage of estimated market value of taxable property does not exceed 3.0% and net debt per capita as a percentage of income per capita does not exceed 7.5%. Even with the recent growth of the County's debt, it still remains comfortably within these guidelines.
- The County collects real property and personal property taxes semi-annually to better match revenue with expenditures.

🌊 The County's Fiscal Policy, along with the continuity of its financial management team, has enabled Loudoun to maintain a strong fiscal position, while providing the required infrastructure to accommodate growth. For example, the County is pursuing an aggressive school construction program to meet enrollment projections, as well as maintaining one of Virginia's lowest student/teacher ratios.

🌊 To further promote and protect Loudoun's strong fiscal health, this Plan calls for the County to:

Highest Priority Action. Pursue fiscal and economic policies that will enable the County to achieve a AAA Bond Rating.

🌊 Maintaining a high bond rating makes it easier for Loudoun County to invest in schools, parks, transportation, public safety, and other infrastructure improvements needed to create a healthy environment for businesses to grow and to preserve Loudoun's quality of life. For the third consecutive year, Loudoun County's bond rating has been upgraded by a major national credit agency. Loudoun earned bond ratings of AA+ from Fitch IBCA in June 2000, Aa1 from Moody's in June 1999, and AA from Standard & Poor's in June 1998.



These ratings are exceptionally high for a jurisdiction the size of Loudoun and reflect the County's strong and rapidly growing tax base, high income and wealth levels, prudent budgeting, and effective debt management. An effective economic development plan will promote policies to enhance each of these important factors and move the County further toward a AAA bond rating.

Expand the Proportion of Commercial/Industrial Assets in the Total Tax Base.

This would increase the commercial/industrial sector's share of County tax revenue, reducing the pressure on residential tax rates. Furthermore, businesses pay taxes to the County for more services than they directly receive (unlike the residential sector), thus improving the County's fiscal position.

Ensure that the Comprehensive Plan Accommodates Projected Demand for Nonresidential Development and Promote the Implementation of Land Use Policies to Ensure the Availability of Adequate Infrastructure.

Both of these action items are designed to ensure that there is adequate regulatory support, land and infrastructure to accommodate commercial/industrial growth that would, in turn, increase County tax revenues.

Maintain a Sound and Competitive Tax Structure.

The competition for businesses—and the resulting employment opportunities—is intense among jurisdictions and local taxes are a key variable considered by companies looking to relocate or establish a new presence. To remain competitive, Loudoun must balance its need for commercial/industrial tax revenue with the need to have an equitable tax structure that will allow it to attract and retain businesses.

Maintaining a high bond rating makes it easier for Loudoun County to invest in schools, parks, transportation, public safety, and other infrastructure improvements



INNOVATIVE RURAL ECONOMY



Among Loudoun County's most precious resources are its 200,000 acres of rural land. There is wide agreement that Loudoun's rural character is an important element of the County's overall quality of life and its economic development. Providing for the vitality and profitability of our rural economy is therefore an important element of this Plan.

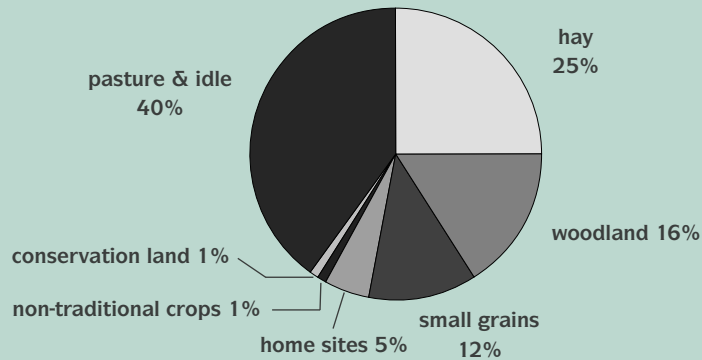
☞ Situated generally to the north, west, and south of Leesburg, Loudoun's rural land encompasses seven incorporated towns. It supports a wide array of agricultural enterprises, most of Loudoun's major tourist attractions, many home-based businesses, wineries, retail and service establishments, some light industry, and a variety of other enterprises.

☞ The County must:

- **Implement a Farm Viability Program**
- **Implement the Towns Outreach Program**
- **Protect Natural Resources**
- **Organize to Best Serve the Rural Marketplace**
- **Streamline Regulatory Processes**
- **Recruit Businesses**



Land Use Program Data



Agriculture, Horticulture, and Animal Husbandry

- Non-traditional crops have shown great potential. For example, direct-marketed products such as Christmas trees, nursery stock, wine grapes, and Farmers' Market Vegetables yield \$200 to \$4,000 per acre.
- To more effectively market traditional crops, economies of scale must be developed. The yield is significant but needs to be larger yet. Approximate annual cash receipts from hay are \$11 million and livestock are \$15 million.
- As Virginia's leading horse county, Loudoun is home to more horses (approximately 19,800) than any other county in Virginia. Horse owners in Loudoun spend almost 50% more per year per horse than horse owners in any other Virginia county.

Business Community

- According to Dun & Bradstreet data, rural Loudoun employs 32% of the County's workforce. Over 50% of the County's small businesses (less than 25 employees) are in rural Loudoun, and 68% of those small businesses have fewer than five employees.
- The business base is well-distributed; the top three major business categories only account for 38% of total sales revenue:
 - Transportation Services (\$280.3M or 16%)
 - Gas Service Stations, Automotive Repairs and Parking (\$210M or 12%)
 - Health Services (\$171.8M or 10%)
- The fourth ranking category is contractors, which accounts for 5% of rural Loudoun's total sales revenues.

Source: 200,000 Acre Solution—A Rural Economic Development Plan, November 1998.



Highest Priority Action. Implement the Farm Viability Program.

🌿 The rural economy is changing rapidly. Traditional farming becomes more difficult and less viable each year. On March 7, 2000 the Board of Supervisors received staff recommendations to establish a Farm Viability Program. The program's end goal is to provide economic incentives to hold and utilize rural property. The Farm Viability Program will improve the economic bottom line and environmental integrity of participating farms through the development and implementation of Farm Viability Plans ("Plans"). These comprehensive, yet focused farm plans, which are to be developed by teams comprised of farmers and other agricultural, economic and environmental consultants, will be aimed at suggesting ways for farmers to increase their on-farm income through such methods as improved management practices, diversification, direct marketing, value-added initiatives and agri-tourism. In addition, the Plans will make recommendations relating to environmental and resource conservation concerns on participating farms.

As the
Towns and
their
businesses
prosper, so
will the
rural
economy's
vitality.

Implement the Towns Outreach Program.

The Towns Outreach Program, under the auspices of the Department of Economic Development, presents a package for coordinating the County's support of Loudoun's Towns and businesses. As the Towns and their businesses prosper, so will the rural economy's vitality.



🌿 Through the County's dedicated resources the Towns receive the assistance they need to help them achieve their economic/community goals. Central to the Outreach Program are four types of technical assistance services:

- **MARKETING** - Includes attracting or enhancing core business segments, developing joint marketing efforts, and outreaching

with real estate and business stakeholders.

- **POLICY** – Encompasses reviewing Town policies to encourage core business segments, implementing design guidelines for maintaining character and applying public programs to support economic development goals.
- **HOSPITALITY** – Consists of working with the Loudoun Convention & Visitors Association to develop Town co-branding and co-marketing programs, promote new product development and enhance infrastructure support services.
- **PRESERVATION/REVITALIZATION** – Includes working to implement aspects of a Main Street program, exploring the viability of a facade improvement program and supporting core segments within central business districts.

Protect Natural Resources.

As a commitment to current residents and future generations alike, Loudoun must provide for the beneficial economic use and protection of Loudoun's natural resources. A spectrum of initiatives includes, but is not limited to:

- Protecting open space
- Adopting water resource protection policies
- Creating a model and assessing feasibility for a County funded strategic land revolving fund
- Implementing the County's Purchase of Development Rights (PDR) program
- Establishing overlay historic and/or rural districts
- Providing tax incentives to preserve and reuse farm buildings
- Reviewing and strengthening the opportunities for cluster development



Organize to Best Serve the Rural Marketplace.

The County must continue to work together with the rural community to identify ways to better coordinate and deliver economic development services, including, but not limited to:

- Creating and establishing the Rural Economic Development Council to furnish information and provide program and policy recommendations to the Board of Supervisors and serve as a forum for the rural community.
- Organizing the agricultural industry into sectors of common interest and providing staff support to these “producer organizations” and leveraging this structure to improve communications.
- Funding a grants program for supporting innovative agricultural related projects and demonstration projects.

Streamline Regulatory Processes.

Eliminate unnecessary or inappropriate regulatory burdens imposed on the rural economy. Innovative policies will be needed if our rural economy is to grow and thrive. Zoning ordinances and other land use policies applicable to the rural parts of the County need to be brought up to date to reflect the changing economic environment.

For example, the large-lot zoning often used in rural areas might be incompatible with the needs of service-oriented businesses. By providing a portfolio of land use options, the County can satisfy the diverse needs of landowners and potential investors alike. Among the options that should be considered would be to allow landowners to sell residential property rights in return for “by right” commercial uses consistent with the rural nature of the area. That approach and many others are currently under consideration by the Planning Commission.

The vitality of our rural economy depends on developing markets, economies of scale, and connections for selling products and services generated by the rural economy.



Recruit Businesses.

To diversify the rural economy’s business base, the County needs to initiate the targeted recruitment and the private development of agri-biotech companies, agri-businesses and other businesses

consistent with a rural character. In addition, the County needs to explore the feasibility of the Life Sciences Education Park as an educational demonstration site, marketing center, and agri-business incubator.

- ☞ The vitality of Loudoun's rural economy depends on providing incentives to pursue development that is profitable and compatible with the County's rural character and developing markets, economies of scale, and connections for selling products and services generated by the rural economy.

*Please refer to the **Action Plan** pages 60-62 for additional recommendations.*

Notes:



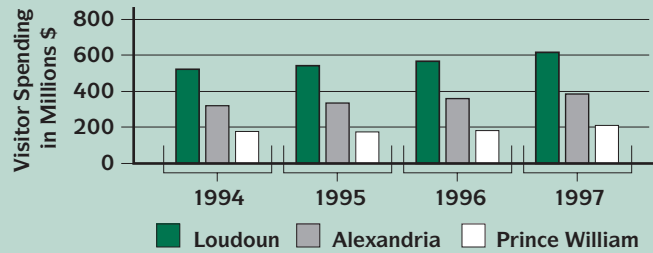
PREMIER VISITOR DESTINATION

The commitment to tourism is a winning proposition. Loudoun County is building a reputation as a getaway destination and attracts visitors for leisure, business, meetings and conventions, and motorcoach tours, from domestic and international points of origin. Visitors spend money that is not earned in Loudoun County and they do not demand schools and other resources to enjoy their stay. The local tax relief from visitor spending reached \$17 million in 1998 through visitors enjoying Loudoun County and then returning to their homes. Beyond the economic benefits from visitor spending, tourism reinforces the community's commitment to developing infrastructure, preserving aesthetics and attractions, and implementing land use plans to further differentiate Loudoun from its neighboring jurisdictions.

 The Loudoun Convention & Visitors Association (LCVA) provides vital destination management services. The LCVA has developed and implemented a marketing plan to promote and manage Loudoun's tourism products through market promotions, public relations, sales, services, product development, and cooperative advertising programs. This Plan takes full advantage of the LCVA's leadership, resources, and industry coordination to realize the expansion of tourism through promotional opportunities and quality products and services.



Loudoun's Visitor Spending Leads Rival Jurisdictions



- Loudoun leads the middle tier of Northern Virginia destinations
- In 1998, Loudoun's visitor spending grew to over \$680 million
- Arlington (\$1.86B) and Fairfax (\$1.37B) counties outranked the other Northern Virginia destinations
- The third tier of Northern Virginia destinations includes: Falls Church (\$63.65M), Fairfax City (\$54.06M), Manassas (\$42.12M), and Manassas Park (\$.75M)

Source: Loudoun Convention & Visitors Association data.



46

With its proximity to Washington DC, Washington Dulles International Airport, the link between the Virginia and Maryland Civil War Trails, and the future site of the Smithsonian's Air and Space Museum, Loudoun County is in the prime location to increase the impact from tourism and become a premier destination offering world-class service. In order for Loudoun tourism to prosper and grow, the County must:

- Implement the LCVA's Marketing Plan
- Support the Towns' Tourism Development Efforts

Visitors

Loudoun's domestic and international visitors span business, leisure, group, and meeting/convention segments. The vast majority of Loudoun's visitors are from the Mid-Atlantic States and Europe. The special events and sites that attract them fit these product categories:

- **Heritage**
Civil War Re-enactments, Oatlands, Morven Park, Dodona Manor and museums
- **Cultural**
Concerts, fairs, festivals, live performing arts, and museums—Smithsonian Air and Space Museum, scheduled to open in 2003
- **Retail**
Leesburg Corner Premium Outlets, Dulles Town Center and shopping in towns
- **Hospitality**
Restaurants and diverse array of accommodations including B&Bs
- **Equine**
Steeplechase, competitions and other events
- **Recreational/Eco-tourism**
Biking the Washington & Old Dominion trail, Potomac River trips, hiking and golfing

Beyond the economic benefits from visitor spending, tourism reinforces the community's commitment to implementing land use plans to further differentiate Loudoun from its neighboring jurisdictions.

- Develop and Enhance Hospitality Infrastructure
- Adopt Land Use Policies that Allow Beneficial Tourism Activity to Grow

Highest Priority Action. *Implement the Loudoun Convention & Visitors Association's marketing plan which capitalizes on the enhancement of existing tourism products as well as new opportunities to expand Loudoun's destination position into a regional "hub" for domestic and international visitors.*



Other Facts

- In fiscal 1999, LCVA programs generated direct spending of \$12.7M and tax relief of \$17M or \$286.50 per household.
- According to recent market research studies, Loudoun County visitors are:
 - The average age of 49
 - Married (77%)
 - Educated (65% have at least one college degree)
 - With disposable income earn more than \$35K (over 93%)
 - Traveling via car
 - Spending at least one night in the County (31%)
 - Satisfied (85% ranked their stay an 8 or better on a 10-point scale with 10=excellent)
- State of Origin—A Profile Comparison between Virginia and Loudoun—The top six states of origin for visitors to:

VIRGINIA :

- 1) Virginia
- 2) New York
- 3) North Carolina
- 4) Pennsylvania
- 5) Maryland
- 6) Florida

LOUDOUN :

- 1) Virginia
- 2) Maryland
- 3) Pennsylvania
- 4) West Virginia
- 5) Florida
- 6) New Jersey

Top Sites

- Visitors Center Leesburg
- Oatlands Plantation
- Pink Box Middleburg
- Loudoun Museum
- Smithsonian Naturalist Center
- Morven Park

Top Events

- Oatlands events
- Waterford Fair
- Ida Lee 4th of July Celebration
- Flower and Garden Festival
- Bluemont Concert Series

Sources: Market Research Studies and attendance records—Loudoun Convention & Visitors Association



As the organization designated to coordinate tourism promotion for Loudoun County and the incorporated towns, the LCVA is an established organization serving the needs of the visitors, tourism industry, and community through their comprehensive business plan. The LCVA is charged to work with the tourism product, explore new initiatives, and ensure that Loudoun's accommodations and attractions are ready to attract and serve visitors. The LCVA's level of accountability to the elected officials, community, and visitors is described each year in their funding requests. The LCVA programs have generated direct visitor spending in excess of \$36 million dollars over the last two years.

The LCVA represents the Loudoun tourism industry through which the tourism objectives in this Plan will be met. The promotion of Loudoun County as a destination is now represented by the message "Catch Your Breath," which summarizes Loudoun's diversity, pace, and position as a getaway for visitors. The attraction includes the countryside, wineries, heritage, antique and specialty shops, recreation, relaxation, quaint towns, and a place to refresh your spirit.

Support the Towns' Tourism Development Efforts.

The seven incorporated towns in Loudoun are important tourism attractions for heritage, culture, retail, and festivals. The towns are also a critical success factor for rural tourism attracting visitor spending so that rural tourism is not just driving Loudoun's scenic roads. To achieve success, the Town's tourism development efforts must be supported to attract guest rooms, develop historic district design guidelines, and implement initiatives that will set them apart from other small towns in Virginia.



Develop and Enhance Hospitality Infrastructure to Support the Tourism Base.

A Premier Visitor Destination providing world-class service requires infrastructure to connect the attractions to the accommodations,

Loudoun's Conference Centers, Recreational and Cultural Venues

- Conference Centers including Xerox Document University, Lansdowne and the Northern Virginia Center for Innovative Technology
- 15 parks comprising over 1,400 acres
- W&OD Trail and Regional Park
- Redskins Park in Ashburn
- Golf courses including Stoneleigh, Raspberry Falls, Lansdowne, Brambleton and Virginia National Golf Course
- Theatre at Oatlands
- Barns at Franklin Park
- Northern Virginia Community College's Charles Waddell Building, *scheduled to open in 2001*

make it easy to plan meetings and conventions in Loudoun, and attract private sector tourism development.

Adopt Land Use Policies that Allow Beneficial Tourism Activity to Grow.

The impact of land use policies on the tourism industry should be paramount in order to encourage the enhancement and development of Loudoun's tourism product. The appropriate settings for retreat centers, event locations, and recreation facilities need to be identified and protected.

*Please refer to the **Action Plan** pages 63-64 for additional recommendations.*



ACTION PLAN



ACTION PLAN

Introduction

This Action Plan provides a road map to realizing the vision, goals, and strategies set out in this document. While the initiatives described in the Action Plan are intended to guide Loudoun's economic development over the next five to seven years, it is also intended to be a dynamic document. As action items are completed, and new opportunities for economic development activities arise, old action items will be modified or deleted and new action items will be added. In that respect, the action plan remains a work in progress and an evolving document.

🌀 The Action Plan incorporates the implementation categories—infrastructure, marketing, policy and technical assistance. These four categories will be assigned to EDC Standing Committees with the responsibility of collaboratively implementing key action items. First steps include working with others to identify a work plan. This Plan will be closely tracked. Progress reports will be published annually by Loudoun County's Economic Development Commission and Department of Economic Development.

🌀 This Plan are draws on initiatives identified in (1) *The 200,000 Acre Solution: A Rural Economic Development Plan*, and (2) *The Towns Outreach Project Plan*. Please refer to these publications for additional information.



I. Prosperous Business Environment

ACTION PLAN



STRATEGIES	ACTIONS
INFRASTRUCTURE	<i>Highest priority in bold italic:</i>
[A] Develop an adequate multi-modal transportation system.	[1] <i>Support transportation infrastructure developments along the Route 28 corridor including: the design and construction of interchanges along Route 28, the completion of the design of the Loudoun County Parkway and the development of mass transit alternatives for Loudoun.</i>
	<i>Including, but not limited to:</i>
[B] Construct support facilities and provide infrastructure that will add to the economic base in a manner consistent with the Board of Supervisors' Vision. To include but not limited to: educational, recreational, cultural, training, and technological resources.	[2] Develop an outstanding educational system whose programs and graduates are recognized internationally and meet the needs of the high tech marketplace.
	[3] Support the expansion of Washington Dulles International Airport and Leesburg Executive Airport and their environs as focal points for business activity by protecting the area from encroachment by residential uses, permitting optimal operations, and avoiding land use conflicts.
	[4] Fund and ensure that Loudoun has superior community services and amenities including public safety, healthcare, cultural, etc.

Prosperous Business Environment

I.

STRATEGIES	ACTIONS
TECHNICAL ASSISTANCE	<i>Including, but not limited to:</i>
<p>[C] Support the development of small businesses, spin offs, startups, and entrepreneurial activities.</p>	<p>[5] Enhance the accessibility of business to government by developing programs and services tailored to the needs of smaller businesses:</p> <ul style="list-style-type: none"> • Fund and support the Small Business Development Center. Explore the potential for expanding SBDC's services to provide broader geographic coverage. • Support the use of targeted financing options and programs (examples: Industrial Development Authority bonds (IDA), Virginia Asset Financing Corporation, etc.)
<p>[D] Support Loudoun's Towns in their efforts to enhance their business environment.</p>	<p>[6] Develop marketing materials such as brochures, profiles, and web pages.</p> <p>[7] Encourage each Town to develop a community economic development plan that identifies strategies to support and market its existing business base.</p> <p>[8] Implement or enhance existing design guidelines to help maintain the character of each Town.</p> <p>[9] Leverage local support organizations to develop promotions and implement marketing activities to increase the exposure of each Town.</p> <p>[10] Package unique Town and western Loudoun businesses together to promote their products and enhance consumer activity (similar to Christmas Tree and Farm Tour promotions).</p> <p>[11] Participate with the Coalition of Loudoun Towns to discuss future Town policy matters as they relate to community economic development.</p> <p>[12] Provide resource information and possibly sponsor seminars to help residents and businesses apply for historic preservation designation.</p>

ACTION PLAN



I. Prosperous Business Environment

ACTION PLAN



56

STRATEGIES	ACTIONS
POLICY <p>[E] Foster a consistent and user-friendly regulatory environment.</p>	<p><i>Including, but not limited to:</i></p> <p>[13] Support the availability of affordable housing throughout Loudoun County.</p> <p>[14] Enhance the County's competitiveness, responsiveness, and customer service orientation through streamlined processes, ongoing staff recruitment efforts, improved communication, and coordination.</p> <p>[15] Monitor development regulations, land use plans, policies, and procedures. Recommend modifications to maintain business friendly aspects.</p> <p>[16] Support the development of a comprehensive plan that enhances the aesthetics of corridors and community gateways.</p> <p>[17] Ensure that land use plans accommodate demand for public and private recreational and cultural uses.</p> <p>[18] Fund cultural, heritage, park, and recreation assets.</p>
MARKETING <p>[F] Be responsive to the needs of established businesses.</p>	<p><i>Including, but not limited to:</i></p> <p>[19] Develop a positioning strategy for each of Loudoun's Towns. Explore coordinating image campaigns and streetscape design to help attract and retain visitors to the Towns for longer periods.</p> <p>[20] Continue to enhance the County's outreach and communications with established businesses to keep them informed about relevant issues and programs.</p> <p>[21] Leverage the foreign trade zone, establish global marketing incubators, and build partnering strategies to support business development in international markets.</p> <p>[22] Develop Web applications (e.g. online applications for permits and licenses).</p>

Globally Recognized Technology Center

II.

STRATEGIES	ACTIONS
INFRASTRUCTURE	<i>Highest priority in bold italic:</i>
[A] Cultivate an appropriately educated and trained workforce.	[1] <i>Strengthen and formalize existing alliances between Loudoun's business and education communities.</i>
	<i>Including, but not limited to:</i>
[B] Anticipate the County's infrastructure requirements for supporting technology intensive industries.	[2] Work with the business community to further expand the County's outstanding telecommunications infrastructure, including areas of the County that are not as "connected" as the established business corridors.
MARKETING	<i>Including, but not limited to:</i>
[C] Cluster high-tech companies in established economic growth corridors to develop critical mass in infrastructure, technology workforce, and supporting services.	[3] Develop specific plans, incentive programs, and marketing packages for each of the corridors.
[D] Pursue and attract technology-intensive companies to complement existing businesses and to diversify across different industries.	[4] Develop, coordinate and provide information on financing, venture capital, business resources, and networking opportunities in conjunction with the Loudoun County Chamber of Commerce and other organizations.
	[5] Market and develop Loudoun County's brand recognition as a progressive, technology-friendly business community.

ACTION PLAN



II. Globally Recognized Technology Center

ACTION PLAN



58

STRATEGIES	ACTIONS
<p>POLICY</p> <hr/> <p>[E] Establish Loudoun County as an area recognized for progressive policies, high quality design and outstanding aesthetic attractions.</p>	<p><i>Including, but not limited to:</i></p> <p>[6] Evaluate and implement tools to visualize planned and proposed development.</p> <p>[7] Develop zoning uses that reflect high tech industries that have recently emerged, e.g., data centers.</p> <p>[8] Explore opportunities to promote tax incentives.</p>
<p>TECHNICAL ASSISTANCE</p> <hr/> <p>[F] Promote B-to-B (Business to Business) marketing efforts.</p> <p>[G] Support Loudoun's Towns in their business development efforts.</p>	<p><i>Including, but not limited to:</i></p> <p>[9] Instigate the development of a business information clearinghouse. The clearinghouse will be responsible for Business to Business (B-to-B) marketing. It will also serve as a community resource to new residents and to long-term citizens, alike.</p> <p>[10] Attract complementary businesses to support the character of the Towns and the tourism industry to encourage revitalization.</p> <p>[11] Compile demographic data of incorporated Towns and planning sub-areas to be used in economic development marketing efforts in conjunction with the Towns.</p> <p>[12] Expand efforts to identify targeted businesses for western Loudoun, making sure the industries complement the character of each Town.</p> <p>[13] Reach out to local brokerage, development, and commercial landowners within the Towns to assist with business development efforts.</p> <p>[14] Work closely with the Towns, establish and maintain a real estate database of available industrial and commercial land and buildings within the limits of each Town.</p>

STRATEGIES	ACTIONS
POLICY	<i>Highest priority in bold italic:</i>
[A] Pursue economic development policies that foster good fiscal management.	[1] <i>Pursue fiscal and economic policies that will enable the County to achieve a "AAA" bond rating.</i>
	<i>Including, but not limited to:</i>
	[2] Ensure that the Comprehensive Plan accommodates projected demand for nonresidential development. Provide the regulatory flexibility to accommodate the dynamic marketplace.
	[3] Promote revenue sharing legislation to increase the level of state funding.
[B] Maintain a sound and competitive tax structure.	[4] Evaluate and recommend equitable tax structures. Advise Budget Office of alternate tax structures.
INFRASTRUCTURE	<i>Including, but not limited to:</i>
[C] Implement strategic infrastructure planning and programming.	[5] Promote the implementation of land use policies to ensure the availability of adequate infrastructure.
MARKETING	<i>Including, but not limited to:</i>
[D] Expand the proportion of commercial/industrial assets in the tax base.	[6] Identify fiscal health indicators annually and publish benchmarks annually, and inform the community of planning and fiscal goals.
TECHNICAL ASSISTANCE	<i>Including, but not limited to:</i>
[E] Research and assist the Board of Supervisors in matters related to economic development.	[7] Attract compatible businesses that contribute significant capital investment and have a positive impact.
	[8] Explore alternative funding resources or programs to help with revitalization efforts.
[F] Support Loudoun's Towns in furthering their fiscal health.	[9] Coordinate with the County Planning Department's Towns Planner and/or Rural Planner and with the Town, to review the Town's Comprehensive Plan and zoning ordinance, as applicable to economic development.

ACTION PLAN



IV. Innovative Rural Economy

ACTION PLAN



60

STRATEGIES	ACTIONS
TECHNICAL ASSISTANCE	<p><i>Highest priority in bold italic:</i></p> <p>[1] <i>Implement a Farm Viability Program.</i></p> <p><i>Including, but not limited to:</i></p> <p>[2] Provide technical assistance supporting re-lending and venture capital programs targeted to the needs of the rural economy.</p> <p>[3] Increase technical assistance for production and innovative marketing of high value crops.</p> <p>[4] Enable technology transfer and commercialization of local products.</p> <p>[5] Create and updating a land database.</p> <p>[6] Provide programs for young, future farmers.</p> <p>[7] Develop rural performance measures.</p> <p>[8] Implement the Towns Outreach Program and provide technical marketing, policy, hospitality, and preservation/revitalization assistance to the Towns and help them achieve their economic/ community goals.</p>
<p>[A] Implement the recommendations contained in the Rural Economic Development Plan and other initiatives aimed at improving farmland viability.</p> <p>[B] Support Loudoun's Towns and businesses in furthering their efforts to enhance the rural economy.</p>	
MARKETING	<p><i>Including, but not limited to:</i></p> <p>[9] Build market penetration for rural products.</p> <p>[10] Brand rural Loudoun products.</p> <p>[11] Coordinate a regional marketing cooperative.</p> <p>[12] Establish a central farm market distribution hub.</p> <p>[13] Continue public relations activity such as the Farm Tour series to identify to the public the value of a diverse and prosperous agricultural community.</p> <p>[14] Develop agri-tourism marketing strategies, including reviewing the Farm Tour series, as having the strongest potential for on-farm, direct marketing of horticultural products.</p> <p>[15] Target recruitment and private development of agri-biotech companies, agri-businesses, and other businesses consistent with a rural character.</p>
<p>[C] Access new markets and new methods.</p> <p>[D] Recruit appropriate businesses for location in a rural setting.</p>	

STRATEGIES	ACTIONS
POLICY	<i>Including, but not limited to:</i>
[E] Eliminate unnecessary or inappropriate regulatory burdens imposed on the rural economy.	<p>[16] Identify additional commercial “by right” uses.</p> <p>[17] Develop regulations to assist with farm labor housing issues.</p> <p>[18] Streamline economic development for the County department and Towns.</p> <p>[19] Review all existing legal and administrative requirements that impact farm profitability.</p> <p>[20] Amend zoning ordinance to make it easier to accomplish permanent large-lot waiver subdivision.</p> <p>[21] Adopt additional “by right” uses in rural settings that are compatible with rural character.</p> <p>[22] Explore feasibility of tax credits to incentivize capital investment.</p> <p>[23] Strengthen the land use tax program.</p>
[F] Provide for the beneficial economic use and protection of Loudoun's natural resources.	<p>[24] Adopt water resource protection policies.</p> <p>[25] Create a model and assess the feasibility of a county funded strategic land revolving fund.</p> <p>[26] Establish a pilot program for the purchase of development rights.</p> <p>[27] Establish overlay historic and/or rural districts.</p> <p>[28] Provide tax incentives to preserve and reclaim farm buildings.</p> <p>[29] Review and strengthen the opportunities for cluster development.</p>
[G] Support agricultural activities in the rural areas that have the highest potential for expansion.	<p>[30] Address these issues to provide for the expansion and promotion of Loudoun's equine industries:</p> <p>[31] Permit equine husbandry the same benefits extended to other forms of agriculture.</p> <p>[32] Eliminate equine sales tax.</p> <p>[33] Permit equine use to qualify for land use tax program.</p>

ACTION PLAN



IV. Innovative Rural Economy

ACTION PLAN



STRATEGIES	ACTIONS
<p>INFRASTRUCTURE</p> <p>[H] Support initiatives to organize and coordinate economic development services to the community.</p>	<p><i>Including, but not limited to:</i></p> <p>[34] Explore the feasibility of the Life Sciences Education Park as an educational demonstration site, marketing center, and agri-business incubator.</p> <p>[35] Create a Rural Council.</p> <p>[36] Provide staff support to agricultural industry sectors.</p> <p>[37] Improve communication within agricultural industry sectors.</p> <p>[38] Allocate resources to best serve the needs of the rural marketplace.</p> <p>[39] Divide the agricultural industry into sectors of common interest; provide staff support to these "producer organizations" and use this method to establish communication within industry sectors.</p> <p>[40] Organize County resources to best serve the need of the rural marketplace.</p>

Premier Visitors Destination

V.

STRATEGIES	ACTIONS
MARKETING	<p><i>Highest priority in bold italic:</i></p> <p>[1] <i>Implement the Loudoun Convention & Visitors Association's marketing plan which capitalizes on the enhancement of existing tourism products as well as new opportunities to expand Loudoun's destination position into a regional "hub" for domestic and international visitors.</i></p> <p><i>Including, but not limited to:</i></p> <p>[2] Plan for and position Loudoun to develop tour packages and capitalize on opportunities with the Smithsonian Air & Space Museum, Potomac River Heritage Area, Loudoun's Towns, and regional and local greenways and trail systems.</p> <p>[3] Encourage tourism related business to provide family friendly experiences.</p> <p>[4] Develop new tourism attractions and/or enhance a tourism niche.</p> <p>[5] Research each Town's visitor profile and potential new markets</p> <p><i>Including, but not limited to:</i></p> <p>[6] Build guest room inventory (hotels, country inns and B&Bs) and attract tourism-based businesses including retail and restaurants.</p> <p>[7] Encourage the Towns to work with LCVA to:</p> <ul style="list-style-type: none"> • Generate special co-marketing promotions. • Develop tourism campaigns/product opportunities. • Enhance market share. • Develop tourism-marketing materials for promoting events, attractions, and specialty shopping or dining. <p>[8] Explore the potential of designating an historic district with design guidelines to help qualify the Towns for alternative funding resources.</p> <p>[9] Implement aspects of the Main Street program, and if desired, assist with an application for designation as an affiliate, as criteria are met.</p>
TECHNICAL ASSISTANCE	<p>[A] Establish Loudoun County as a destination hub for domestic and international visitors.</p> <p>[B] Support the promotion of Loudoun County as a visitors' destination.</p> <p>[C] Support Loudoun's Towns in their tourism development efforts.</p>

ACTION PLAN



ACTION
PLAN

STRATEGIES	ACTIONS
INFRASTRUCTURE	<i>Including, but not limited to:</i>
[D] Develop and enhance hospitality infrastructure to support the tourism base.	[10] Implement historic venues to support preservation and tourism.
	[11] Support the development and enhancement of tourist attractions and facilities.
	[12] Plan to attract a convention center within five years.
POLICY	<i>Including, but not limited to:</i>
[E] Protect and enhance Loudoun's historic, cultural, and natural resource-based tourism industries.	[13] Ensure that policies permit operations and events at wineries, inns, and B&Bs.
	[14] Fund cultural, heritage, park and recreation assets for citizenry.
	[15] Support the implementation of the restricted TOT Funding Policy and priorities.
[F] Recognize the importance of being a well-planned, well-designed, and aesthetically attractive community.	[16] Balance the conservation of natural and historic resources and enhance the environmental protection efforts with the wise utilization of natural resources.

CONCLUSION

Economic development provides resources necessary for sustaining Loudoun County's unique quality of life. This Plan delineates the priorities and charts the course for economic development over the next five to seven years.

Currently the County enjoys prosperous economic conditions and is one of the nation's most sought after business locations. This Plan builds upon the County's successes by setting forth a vision to create an economically vibrant, globally competitive community recognized for its attractive business environment and high quality of life. The vision promotes balanced economic growth supporting the recruitment, establishment, and continued growth of businesses that:

- Offer good jobs for the citizens of Loudoun
- Contribute to the economic vibrancy of the County
- Do not deter from Loudoun's quality of life

This Plan is ambitious and will challenge the community. This Plan's legacy will be the momentum of the collaborative efforts it initiates and promotes throughout the community. The community's engagement and commitment to the opportunities expressed herein will be the real strength behind maintaining Loudoun's thriving economy. Success will require the dedication, discipline, and the

This Plan's legacy will be the momentum of the collaborative efforts it initiates and promotes throughout the community.



political will of all involved to maintain the focus and implement the recommended action items.

 The EDC stands ready to support the Board of Supervisors, the Department of Economic Development and others to implement and monitor this Plan to achieve continued economic success for the County, its residents, and businesses.

On November 6, 2000 the Board of Supervisors unanimously adopted ***The Community's Plan For a Thriving and Sustainable Economy—Loudoun County's Economic Development Strategic Plan.***



B I B L I O G R A P H Y

1. **Positioned For the Future**, August 2000 – Loudoun Convention & Visitors Association's Strategic Business Plan
2. **Towns Outreach Project Plan**, July 2000 – Department of Economic Development, contact Christina Winn
3. **Loudoun County—Blending Tradition with Innovation**, limited edition hardcopy book sponsored by the Loudoun Chamber of Commerce, June 2000
4. **Board of Supervisors' Vision**, April 2000
5. **Planning Commission Economic Development Policies**, 2000
6. **Planning Commission Smart Growth Policies**, 2000
7. **Board of Supervisors'—Fiscal Policy**, last revised May 19, 1999
8. **County of Loudoun—Investment Policy**, last revised March 24, 1999
9. **The 200,000 Acre Solution—A Rural Economic Development Plan**, November 1998 – Department of Economic Development, contact Louis Nichols



Please contact Loudoun County Department of Economic Development for additional information.

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APPENDIX

Pertinent Facts— Loudoun County, Virginia, U.S.A.

Demographic Data

Population Characteristics

	POPULATION	HOUSEHOLDS
1980 *	57,484	18,670
1990 *	86,129	30,490
2000 *	169,599	61,976
2001 * *	185,920	71,681
2010 * *	303,165	110,368

Source: *U.S. Census; **Loudoun County Estimates

Age Characteristics of the Population

<5 years	15,264	9%
5-17 years	28,832	17%
18-24 years	15,264	9%
25-44 years	67,840	40%
45-64 years	30,528	18%
65-74 years	6,784	4%
75+ years	5,088	3%

Source: Loudoun County Estimates, 2000

Race Characteristics of the Population

White	144,159	85%
Black	11,872	7%
Other	13,568	8%
Hispanic*	10,346	6%

Source: Loudoun County Estimates, 2000

*Hispanics may be of any race.

Average Income

YEAR	PER CAPITA	HOUSEHOLD
2000	\$34,249	\$94,218
2001	\$35,499	\$97,247
2001	\$36,764	\$100,318

Source: Woods & Poole Economics, Inc.

Taxable Sales

YEAR	MILLIONS
1995	\$1,137
1996	\$1,253
1997	\$1,409
1998	\$1,640
1999	\$2,047
2000	\$2,489

Source: Virginia Department of Taxation

Labor Force

Civilian Labor Force	89,594
Unemployment Rate	0.8%

Source: Virginia Employment Commission December 2000

At Place Employment

INDUSTRIAL CLASSIFICATION	EMPLOYEES
Agriculture	2,119
Mining	186
Construction	8,190
Manufacturing	4,908
Transportation, Communications	13,643
Wholesale and Retail Trade	18,439
Finance, Insurance and Real Estate	2,174
Services	24,465
Government	12,924
Total	87,048

Source: Virginia Employment Commission, 2nd Quarter 2000

Major Employers

COMPANY	EMPLOYMENT
United Airlines	5,350
WorldCom	5,000
Atlantic Coast Airlines	3,200
America Online	3,100
Orbital Sciences	2,000
OSP Consultants, Inc.	2,000
Loudoun Healthcare, Inc.	1,375
Metro. Washington Airports Authority	1,183
Computer Sciences Corporation	750
Airline Tariff Publishing Company	700
Federal Aviation Administration	650
Landsdowne Resort	500
Marriott Host International	500
Dynatram/Dynaelectric	480
Dynamic Details, Inc.	480
Telos Corporation	460
National Association of Letter Carriers	421
Cable and Wireless	390
Network Solutions Registry	360
N.E.W. Customer Service Companies, Inc.	330
Sato Travel	320
Southland Concrete, Inc.	320
LFC Nationwide Incorporated	310

Source: Loudoun County Economic Development

Workforce Quick Facts

- Favorable Workforce Recruitment Potential
- Regional labor force is 10 times the size of its population
- Highest number of advanced degrees and scientists/engineers per capita in the nation

Pertinent Facts— Loudoun County, Virginia, U.S.A.

Education Data

Public Education

Public School Enrollment	31,565
Cost per Pupil	\$7,669
Number of Schools	48
SAT Scores: Math	519
SAT Scores: Verbal	527

Source: Loudoun County Public Schools, 2001

Private Education

Schools include but are not limited to:

Leesburg Area

Chesterbrook Academy
Dominion Academy
Leesburg Christian School
Loudoun Country Day School
St. John Bosco High School

Middleburg Area

Foxcroft School
The Hill School
Notre Dame Academy

Sterling Area

Chesterbrook Academy
Faith Christian School
Munger Academy

Colleges and Universities

LOUDOUN ENROLLMENT	
The George Washington University	2,900
Marymount University	657
Northern Virginia Community College	7,128
Patrick Henry (opened 10/2000)	
Old Dominion University	250
Shenandoah University	300
Strayer University	1,050

Source: Loudoun County Economic Development, 2000

- Intercontinental University with campuses in several countries has plans to build a Loudoun campus in the near future.

Public Education Quick Facts

- Steven P. Jobs, CEO, Apple Computers, Inc., nominated Loudoun County Public Schools' (LCPS) Technology Plan for the acclaimed Computerworld Smithsonian Award. The plan is featured in the Smithsonian's National Museum of American History's 2000 Innovation Collection and included in its Permanent Research Collection on Information Technology.
- 94.3% of LCPS employees are school-based. According to the D.C. Metropolitan Area Boards of Education Guide, LCPS has the highest percentage of school-based personnel in the area.
- Nationally-normed achievement test scores have consistently ranked LCPS' performance among the top ten of Virginia's 130 school systems.
- Programs for gifted students are available at all grades in all schools, and qualified students may attend Governor's Magnet School Programs in science and technology and the arts.
- Modern Monroe Technology Center ("MTC") offers high school students advanced training in 17 specialized fields. MTC students win top prizes in state and national skill tests. General Motors chose MTC as the first school in the nation to pilot the GM-YES Program with mentorships for students at area automobile dealerships.

Pertinent Facts— Loudoun County, Virginia, U.S.A.

Development Data

Geography/Land Use (2000)

Land Area (square miles)	517
Agricultural (acres)	193,145
Residential (acres)	85,654
Commercial/Industrial (acres)	20,624
Public/Open Space (acres)	30,577

Source: Loudoun County

Commercial Real Estate Inventory

TYPE	SQUARE FOOTAGE	VACANCY
Office *	6,976,117	8.7%
Industrial/Flex	10,469,610	5.6%
Retail **	5,133,166	10.0%
Other **	8,429,339	5.0%
Total	31,008,232	6.9%

Source: *Realty Information Group, 4th Quarter 2000;

**Loudoun County Economic Development

Major Nonresidential Projects (2000)

PROJECT NAME	TOTAL ACRES	EXISTING SF
Beaumeade Corp. Park	683	1,799,961
Loudoun Tech Center	281	1,558,666
WorldCom Campus	540	1,300,000
Broad Run Business Ctr.	350	1,124,329
TransDulles Centre	148	819,370
Mercure Business Park	157	754,777
Loudoun Gateway	143	619,709
University Center	242	462,000
Lansdowne Corp. Ctr.	158	436,057

Source: Loudoun County Economic Development

Major Retail Centers

PROJECT	SQUARE FOOTAGE
Dulles Town Center Mall	1,200,000
Potomac Run Shopping Center	485,000
Fort Evans Shopping Center	400,000
Leesburg Corner Premium Outlets	350,000
Cascades Marketplace	307,632
Battlefield Shopping Center	297,570
Leesburg Plaza	246,000
Sugarland Plaza	207,000
TownCenter @ Sterling	179,000
Sterling Plaza Shopping Center	175,000

Source: Loudoun County Economic Development, 2000

Residential Building Permits

YEAR	SINGLE FAMILY	TOWNHOUSE	MULTIFAMILY
1996	1,703	1,074	384
1997	1,940	1,292	418
1998	2,443	1,526	1,378
1999	2,835	1,868	1,306
2000	2,713	2,375	1,082

Source: Loudoun County Economic Development

Housing Inventory

Single Family Detached Units	36,406
Single Family Attached Units	16,237
Multifamily Units	12,868

Source: Loudoun County Economic Development, 2000

Major Residential Projects Under Development

PROJECT NAME	SUB-AREA	UNITS
Ashburn Farm	DNTR	3,830
Ashburn Village	DN7/28	5,110
Belmont	DN7/28	1,933
Belmont Forest	DN7/29	793
Broadlands	DNTR	3,783
Cascades	EL	6,564
Colonnade at Dulles T.C.	EL	1,068
Dominion Station	EL	712
Farmwell Hunt	DNTR	743
Lansdowne	DN7/28	4,975
Potomac Station	LB	1,614
River Creek	LB	1,350
Stratford	LB	1,382
South Riding	DS	5,715
The Villages at Round Hill	7W	1,100

Source: Loudoun County Economic Development, 2000

APPENDIX

Pertinent Facts— Loudoun County, Virginia, U.S.A.

Development Data

Housing

	NUMBER OF UNITS SOLD		
	1990	1995	1999
Single Family Detached	1,480	2,151	4,228
Single Family Attached	682	1,543	2,706
Condominium	410	476	581
All Units	2,572	4,170	7,515

	AVERAGE SALES PRICE		
	1990	1995	1999
Single Family Detached	\$218,788	\$229,515	\$290,851
Single Family Attached	\$149,794	\$155,007	\$165,590
Condominium	\$103,976	\$99,474	\$117,686
All Units	\$182,191	\$187,101	\$232,359

Source: 1999 Annual Growth Summary, Loudoun County Department of Economic Development

Available Land

- 10,000 acres zoned for office/industrial development creating competitive land prices for build-to-suites and rental rates
- Acreage available in small and large parcels with as much as 1,000 contiguous acres
- Acreage available in fully infrastructured parks and stand alone properties
- A variety of speculative development available including Class A and B office, flex and industrial

ECONOMIC DEVELOPMENT COMMISSION

Established in 1995 by Loudoun County's Board of Supervisors, the Economic Development Commission (EDC) is a public/private partnership responsible for promoting the economic development of Loudoun County. The Commission serves as a forum through which business and government leaders meet to exchange ideas and experiences about economic development.

The EDC, organized with twenty-seven members, features representatives from diverse industries such as: aerospace, agribusiness, banking & finance, higher education, manufacturing, professional services, real estate development, retail, small business and telecommunications, as well as elected officials and ex-officio members representing key economic development businesses and organizations. In addition, to the twenty-seven voting members, the Commission has several classes of non-voting members including standing advisory members, specially appointed advisory members and members emeritus.

The Commission's responsibilities include:

- Furnishing information and providing program and policy recommendations to the Loudoun County Board of Supervisors.
- Developing, updating and implementing the Economic Development Strategic Plan for recommendation to the Loudoun County Board of Supervisors.
- Coordinating economic development, marketing and promotional activities among public/private groups in the county.
- Providing the Department of Economic Development with ongoing support and oversight.

EDC voting members may serve up to two two-year terms; they contribute their time and ideas to promote business growth, strengthen Loudoun County's economy, and preserve a high quality of life for its residents.

